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What's Your Score?

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U. S. DEPARTMENT OF AGRICULTURE
Adm. Series No. 3



**Try this test to find your score as an employee.
It is for your personal information only.**



Be honest with yourself

	Always	Usually	Some- times	Rarely	Never
1. Do I know the why of everything I do? . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Is everything I do within my control essential? .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Do I seek help when I need it?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Do I know how to do all parts of my job? . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Do I learn all I can about my work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Do I try to do the most important work first? .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Do I work as quickly as I can?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Do I do my work in the easiest way?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Do I accept responsibility for my share of the work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Do I try to do all I can?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Do I observe working hours?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Do I ever try to improve the way I do my work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Do I try to devise ways to improve the work of my group?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Am I open-minded to suggested changes? . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Always	Usually	Some- times	Rarely	Never
15. Do I really try to sell my good ideas for improvement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Do I plan each morning what I want to accomplish that day?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Am I proud of the way I do my work? . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Do I set standards by which I measure my performance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Do I find interest in my work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Do I maintain good working relations with others?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Do I help others who need help?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Do I avoid griping?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Do I treat my supervisor as fairly as I want to be treated?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Do I work to get ahead instead of complaining because I don't?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Do I keep myself physically and mentally fit for my work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Number of checks in each column					
Multiply by	4	3	2	1	0
Column score					x x x
Total score (add columns)		x x x	x x x	x x x	x x x

What does your score mean?
Turn to next page

WHAT'S YOUR SCORE ?

How well did you do? To find out where you stand, check your score below. We are not trying to find out what you don't do. We are trying to help you do your best. You may take the test as often as you like, and each time your score should improve.

ably an example to others in your office if you have an honest score as high as this, read on and see if you can do more work more easily and quickly with the same amount of energy, time, and right-mindedness. You may benefit from some of the hints in this little booklet. It may be the key to your promotion.

90 to 100



Good for you! You're up at the top of the list. You're almost perfect, but don't forget there is always room for improvement. Although you are prob-

80 to 90

Let's see, this score puts you in the B grade, doesn't it? B means better than just good, but not as good as excel-



lent. You have reason to believe that a little effort and thought may put you over the top into the excellent class. Then you may be doubly proud of the way you do your job. We don't know all about your work. We believe, though, that **you** know all about it and know how to improve it. We have gathered some material and ideas that may help you to organize your knowledge and help you render greater service. Will you read the following pages and give it a try?

70 to 80

You are doing a good job, but do you think that "good" is good enough? This is not a criticism of your efforts,



but if you can do a good job, you can probably do a better and even an excellent job, especially if you are willing to try. Perhaps this little quiz caused you to come to that conclusion yourself. We hope so!

To follow through on your intentions, read the suggestions in this booklet for help in improving your score.



60 to 70

Well, consider that you passed the test—by squeezing through. Do you wonder why you didn't do better? Is it your fault? Is it management's fault? Before you decide it is the fault of the test, will you agree that it is possible for every individual to improve if he is willing to try? Before you give up, in case you are thinking of it, read on. Think about what you read and see whether the simple suggestions on the following pages can help you to improve your

score. Once you start on the uphill road, improvement can come quickly. Maybe you will get a much better score a little later on.



Below 60

Our best suggestion is to read on. You really need help, and we want to help you!

What is the Purpose of the Quiz

The Department has asked the bureaus to conduct a Management Improvement and Manpower Utilization Program. In case you've wondered



what it's all about, it is a program to **SAVE MEN, MATERIALS, and MONEY** by using them more efficiently.

Do you ever feel that you are not doing your full share of the work, or that the work is not being done in the best possible way? Do you ever feel that you want to do more, or that you ought to do more? Do you have a personal responsibility to better yourself?

Who do you think is responsible

for saving manpower, materials, and money? Is it wholly the responsibility of the 3 percent of top executives, of the 12 percent of administrators and supervisors, or the 85 percent of workers on the operating level? We believe it will not take us long to agree that it is the responsibility of all together—the employee, the supervisor, and top management—each to the degree that he can serve. Each of us can serve greatly just by improving the way we do our own work in our own jobs. By improving the way we do our work we will each be working at what we know best and we will all be working together at solving the common problem of saving men, materials, and money.

Today there is:

More work to be done with fewer workers.

More work and less-experienced workers.

More work and new ways to do it.

More work and a higher turn-over rate.

Examine Your Job

A job consists of two parts—the duties to be performed and the person who performs them. Examine these two parts in order to do a better job.

Review Your Duties

This evening, think about your job. Try to forget yourself and the people around you and think of your duties. What are they? Do you see how they fit into the work of your unit? Ask



yourself these questions: Do I know the reasons for my job? How can it be changed to help the work of the unit? Try to see all the details that go together to make your job.

Try to see how your job fits into the work of your unit.

Try to see the “why” of your job.

Before you can improve anything you must know clearly what that thing is. Having the answer to the how and why questions about your job is funda-

mental. If you have any uncertainties, talk to your supervisor. He will be glad to help.

Break Down Your Job

Look carefully at each of the duties you perform in order to improve the way you do them. The best way to do this is to make a list. Most persons have jobs with many different duties to perform. Start with the duties that require the most time and analyze each.

Many jobs are composed of a series of steps. Perhaps you file papers and do typing. Your filing work will include a number of filing operations; the same is true of your typing. List these steps in the order in which you perform

them. Include every detail as it is done under the present method. Get down all the facts—make notes of what you do. Little can be done to improve your work until you have thought through and have in mind every step of the job. Make your inventory accurate and clear.

Your next question is, "What can I do about it?" Are you satisfied with what you have found? Can any step be done more easily or more quickly? Is every step absolutely necessary? Is there any possible way to use less materials and money? Challenge every step by asking these questions.

WHY must it be done? Is the work essential? Can it be cut out? What would happen if it were not done?



WHAT is its purpose?

WHEN should the work be done?

Should the order of the various steps be changed?

WHERE should it be done? Is the same work being done somewhere else?

WHO is the proper person for the job?

Am I? Have I had the right training? Could someone else do it just as well, so that I could do more important work?

HOW should the work be done? Can the equipment or the method be improved? Is the workplace arranged in the best manner? Can mechanical equipment be used to cut down the amount of manual labor?

Ask these questions about every step in your activities. They will help you to see relationships that you never saw before. They will help you to find better ways of doing your work.

Suggest Changes

Listing the details of your work and asking the questions Why? What? When? Where? Who? and How? help you to think up improvements. Thinking is essential, but thinking alone without getting your ideas adopted brings no result.



Perhaps you have found some steps that can be eliminated so that you can do your work more quickly.

Maybe you have been doing something at the end of your work that should really be done in the beginning or the middle.

Maybe you should rearrange the equipment.

Perhaps you have found that an extra copy is not really necessary.

Maybe you have thought of a way to maintain an even flow of work.

Perhaps you have discovered that some record or report need not be made.

Maybe you can see how a change in the way the unit is organized would help. Maybe you have thought of some ways to cut down expenses.

Now that you have thought through your job and have discovered ways to save time, money, or materials, what are you going to do about it? How



about making a suggestion? Use your bureau's "suggestion procedure." How about talking to your supervisor? Tell

him what you have discovered. Tell him how your ideas can be made to work. He will want to discuss the changes you suggest and help you make them. In some cases he may need to get the approval of his superior. Some of the things you suggest may apply to other jobs in other offices.

You deserve to be proud of every improvement you can make. You will have helped your unit, your bureau, the Department, and yourself.

Examine Yourself

If you were paying yourself to do your job, would you be getting your money's worth? Up to now you have been looking at the duties you perform. This time apply the same methods to yourself. Perhaps you think your supervisor is responsible for your performance—but think just a moment! Didn't



we agree in the beginning that the top executive, the supervisor, and the employee should each serve to the best of his ability? Do you do the best work you can? Ask yourself these questions:

How do I use my time?

Am I late for work?

Do I visit when I should be working?

Do I take too many rest periods?

Do I look for ways to be of service?

Do I complain about overtime work?

Do I object to unusual assignments?

Am I courteous?

Am I cheerful?

Do I try to learn more about my job?

Do I try to help new employees learn their jobs?

Do I try to understand the boss instead of criticizing him?

Do I think about getting the job done well instead of getting done with the job?

Doing the job well is the responsibility of each of us. You can help the Department and gain increased satisfaction for yourself by working effectively. Your supervisor cannot take the whole responsibility for your part in the work—that is yours. Everyone has two big obligations—(1) doing all he can each day at work, and (2) improving the way he does his work.

Let's work as though each of us were working for himself. To the extent

that we can serve, let's try to supervise ourselves in doing a better job, in doing more work, and in improving the way we do our work.

No one can tell you exactly what you should do every minute of your working day. Only you can do that. Always think of your goal and how your services join with the others and with those of other groups.

There is a job to be done and your work is an important part of that job.

Have You Planned?



You should study your job to improve the way you do it.

Decide at the beginning of the day how much work you will get finished, how you can help others do their work, how to do more work, and what to look for to improve methods. With a plan, everything you do will fall into its proper pattern; with a plan you can do more, do it more easily, and have the satisfaction of greater service.

Resolve to:

- Use your time to good advantage.
- Work instead of visiting.
- Look for ways to be of service.
- Accept all work with cheerfulness and courtesy.
- Learn more about the job.
- Help new employees.
- Understand the boss.
- Get the job done well.

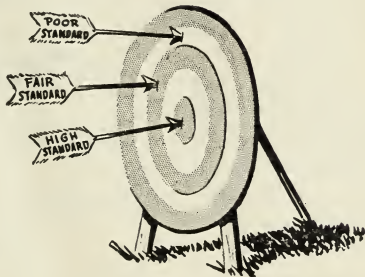
Do You Have a High Standard of Performance?

By planning your work you know what you are going to do—but you need something more—a high standard of performance to tell you what to expect of yourself. How well did you do the last piece of work assigned to you? Did the way you did that job satisfy you? Was the quality and the quantity of your work representative of your best effort?

Nearly everybody sets a standard of performance in his mind. The point we want to make is that you should set a high standard. Don't be too easily satisfied with the work you do or with the way you do it.

Study your work habits. Set your standards and keep them in mind; meet them, reset them, and aim higher.

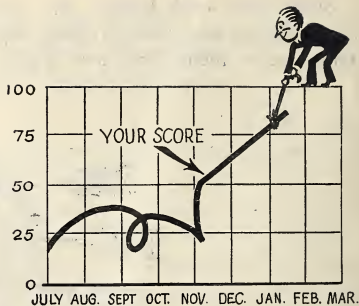
Always try to improve your work; it's one of the keynotes to success!



Now That You Have Examined Your Work and Yourself Let's Take Stock

You took a quiz and worked out your score. You read some suggestions for improving the way you do your work. Then you examined yourself. This booklet has attempted to point out simple common-sense methods for doing your job better and for doing as much as you can. By applying these methods you will help the Department **SAVE MEN, MATERIALS, and MONEY**, and you will help yourself to do a more satisfying job.

BUT DON'T STOP HERE—keep these methods in mind—keep challenging your work and yourself—keep finding new ways to serve. The experience of doing your job efficiently will help es-



establish you as a leader and will help you win promotion.



DEPARTMENT OF AGRICULTURE
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